

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP  
BOARD MEETING**

**08 September 2015**

<b>Title of the report:</b>	Proposal To Establish Governance Arrangements For The Process To Re-Procure 111 Services
<b>Section:</b>	Setting the Strategic Direction
<b>Report by:</b>	Dawn Smith (Senior Responsible Officer for the 111 procurement), Chief Officer, Nottingham City Clinical Commissioning Group
<b>Presented by:</b>	Toby Sanders, Managing Director

<b>Report supports the following West Leicestershire CCG's goal(s) 2012 – 2015:</b>			
Improve health outcomes	✓	Improve the quality of health-care services	✓
Use our resources wisely	✓		

<b>Equality Act 2010 – positive general duties:</b>
1. The CCG is committed to fulfil its obligations under the Equality Act 2010, and to ensure services commissioned by the CCG are non-discriminatory on the grounds of any protected characteristics.
2. The CCG will work with providers, service users and communities of interest to ensure if any issues relating to equality of service within this report are identified and addressed.

<b>Additional Paper details:</b>	
Please state relevant Constitution provision	<b>8.6</b> – Transparency in procuring services. <b>6.7.4</b> Establishment of joint committees for joint commissioning functions
Please state relevant Scheme of Reservation and Delegation provision (SORD)	<b>SORD Table 1</b> – Commissioning and Contracting for Clinical Services.
Please state relevant Financial Scheme of Delegation provision	N/A
Please state reason why this paper is being presented to the WLCCG Board	To keep the Board updated on current issues relating to the procurement of the NHS 111 Service
Discussed by	Confidential Board Meeting Board Development Session Managing Directors' Meetings CCB Meetings
Alignment with other strategies	Joint Health and Wellbeing Strategy 2012/15 Commissioning Strategy 2013/14 Integrated Plan
Environmental Implications	None Identified

Has this paper been discussed with members of the public and other stakeholders? If so, please provide details	No
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### **EXECUTIVE SUMMARY:**

Discussions have taken place at both the March and May meeting of the East Midlands CCG Congress about the advantages of an at scale re-procurement of NHS 111 services. There is general agreement across the patch that benefits relate to:-

- economies of scale to the provider of services which should enable them to offer a more competitive price than would be offered to any county procuring independently.
- increased resilience with a single provider covering a larger population being better able to maintain performance standards throughout peaks in call volume.

Agreement is sought from CCGs across the East Midlands to:

- extend the current agreements with the incumbent provider of the NHS 111 service for six months to reflect the delay in the proposed process for the re-procurement of NHS 111 services (section 3);
- confirm its approval for the lead CCG for the NHS 111 contract to enter into negotiations with the incumbent provider to seek to agree an extension to the current NHS 111 contract for the reasons set out in section 3, on the same terms as the existing contract;
- co-operate on a 111 procurement, delegate appropriate authority to a new joint committee which will oversee the procurement process (to be known as the ‘**Procurement Committee**’) and agree the Terms of Reference for the Procurement Committee (section 4 and appendix 1);
- agree the terms of engagement for those CCGs agreeing to participate in the procurement (section 5); and

### **RECOMMENDATION:**

The West Leicestershire Clinical Commissioning Group is requested to:

Agree to participate in the collaborative procurement process and enter into arrangements with the other participating CCGs to establish a joint committee to exercise certain commissioning functions relating to the procurement of NHS 111 jointly with the other participating CCGs in accordance with section 14Z3 of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012) and section [6.7.4 Establishment of joint committees for joint commissioning functions] of the CCG’s Constitution, (the “**Procurement Committee**”).

1. If the Governing Body agrees to recommendation 1 the Governing Body is also asked to:
  - a. confirm its approval for the lead CCG for the NHS 111 contract to enter into negotiations with the incumbent provider to seek to agree an 6 month extension to the current NHS 111 contract;

- b. consider and approve the Terms of Reference at Appendix 1 for the Procurement Committee and agree to participate in the collaborative procurement process by making the appropriate delegation of commissioning functions to the Procurement Committee;
  - c. agree the terms of engagement set out in section 5 of this paper;
  - d. nominate a representative (an employee or officer) to be a member of the Procurement Committee, nominate a named deputy who can attend in their absence and consider nominating a lay member (none of whom should hold a conflict of interest as defined in the Conflict of Interest Policy); and
  - e. consider what arrangements it should put in place to ensure that there is an appropriate mechanism to receive confidential information from the Procurement Committee which ensures that only those individuals in the CCG without a conflict of interest have access to it.
2. Agree the terms set out in section 6 of this paper irrespective of whether or not the CCG joins the procurement.

**WEST LEICESTERSHIRE CLINICAL COMMISSIONING GROUP  
BOARD MEETING  
08 September 2015**

**Proposal to Establish Governance Arrangements for the Process  
to Re-Procure 111 Services**

## **1 Introduction**

Agreement is sought from CCGs across the East Midlands to:

- extend the current agreements with the incumbent provider of the NHS 111 service for six months to reflect the delay in the proposed process for the re-procurement of NHS 111 services (section 3);
- confirm its approval for the lead CCG for the NHS 111 contract to enter into negotiations with the incumbent provider to seek to agree an extension to the current NHS 111 contract for the reasons set out in section 3, on the same terms as the existing contract;
- co-operate on a 111 procurement, delegate appropriate authority to a new joint committee which will oversee the procurement process (to be known as the '**Procurement Committee**') and agree the Terms of Reference for the Procurement Committee (section 4 and appendix 1);
- agree the terms of engagement for those CCGs agreeing to participate in the procurement (section 5); and
- in the event that the termination of the existing contract for NHS 111 results in any Stranded Costs (as defined below) that are to be borne by the CCGs; that liability will be shared between all the CCGs currently commissioning the NHS 111 service from the incumbent providers on the basis of population share irrespective of whether or not the CCG joins the re-procurement exercise that is the subject of this paper (section 6).

## **2 Background**

### **2.1 Current Status Of Contracts**

This paper relates to 5 NHS 111 contracts that are in place with two providers.

**Derbyshire Health United** has 4 contracts to provide NHS 111 services with the following counties:-

- Derbyshire
- Nottinghamshire and Nottingham City (excluding Bassetlaw)
- Leicestershire and Rutland
- Northamptonshire

The contracts expire at the end of March 2016

**Care UK** has 1 contract to provide NHS 111 services with Lincolnshire.

This contract expires at the end of March 2016.

## **2.2 Rationale For A Single Procurement**

Discussions have taken place at both the March and May meeting of the East Midlands CCG Congress about the advantages of an at scale re-procurement of NHS 111 services. There is general agreement across the patch that benefits relate to:-

- economies of scale to the provider of services which should enable them to offer a more competitive price than would be offered to any county procuring independently.
- increased resilience with a single provider covering a larger population being better able to maintain performance standards throughout peaks in call volume.

It was acknowledged that the disadvantage of procuring for a larger population is that it would be more difficult for a single provider to deliver services which are dependent upon knowledge of the local system. The consensus was that there was the potential to get the benefit of large scale NHS 111 provision and local clinical knowledge by ensuring that the NHS 111 specification required any calls requiring a non-urgent ambulance or disposition to ED to be triaged through a local hub that would be separately commissioned by each County or on a CCG basis.

## **3 Proposed Procurement Timetable**

It is currently proposed that the ITT is published on 1 October 2015. However, it seems likely that national guidance (due to be released imminently by NHS England) will recommend that re-procurement should be delayed by a period of 3-6 months in order to allow commissioners to take account of revised Commissioning Standards for NHS 111 which may fundamentally alter the service and which are due to be published in September 2015.

West Leicestershire Clinical Commissioning Group is therefore asked to confirm its approval for the lead CCG for the NHS 111 contract to enter into negotiations with the incumbent provider to seek to agree a 6 month extension to the current NHS 111 contract. The intention is that the extension would be on the same terms as the existing contract (subject to further approval from the CCG in the event of any material amendment to the existing terms).

## **4 Proposed Governance Arrangements**

Section 14Z3 of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012) allows for two or more CCGs to exercise their commissioning functions jointly. Therefore there is a legal basis for operating a joint procurement process. Furthermore a recent amendment to section 14Z3 allows CCGs to make collective decisions with respect to these commissioning functions through a joint committee. This allows for decisions to be made in a timely manner without an ongoing need to refer back to individual CCG Governing Bodies.

Although CCGs can delegate authority to a joint committee, each CCG retains accountability for meeting their own statutory duties including (but not limited to) exercising their functions effectively, efficiently and economically. For this reason there must be effective reporting arrangements which allow each CCG to account for decisions made by the Procurement Committee.

It is also important to ensure that from the outset there is clarity with respect to the following:-

- shared objectives for the procurement;
- decisions that the joint committee can make and those that are reserved by the CCG;
- the decision making process (membership, quoracy and voting arrangements etc);
- reporting arrangements; and
- how costs for administering the Procurement Committee and running the procurement (including legal and commissioning support fees) will be approved and shared across participating CCGs.

The Terms of Reference for the Procurement Committee are attached at Appendix 1.

## 5 Terms Of Engagement: CCGs Participating in the Re-Procurement Exercise

In support of the governance arrangements set out above in section 4 and Appendix 1, CCGs who wish to partake in the collaborative procurement (through membership of the Procurement Committee) are required to agree a number of terms of engagement to minimise the possibility of disagreements arising throughout the procurement which could jeopardise delivery of the procurement within the prescribed timelines. Some of these will also apply to CCGs who decide not to participate where this non-participation has financial consequences on those CCG within the collaborative.

The terms are as follows:-

- Each CCG will comply with (and will ensure that their nominated representatives comply with) the terms of reference appended at Appendix 1 (as amended from time to time).
- Each CCG agrees to abide by the decisions of the Procurement Committee and agree that it will only withdraw from the procurement under exceptional circumstances. The arbiter with respect to exceptionality will be the relevant NHSE Locality Director.
- Each CCG agrees to comply with (and ensure that its nominated representatives whether appointed to the Procurement Committee, or any project groups which report to the procurement Committee, comply with) the lead CCG's (Nottingham City) Conflicts of Interest policy (**the "Conflicts of Interest Policy"**) and ensure that any information, which could give a potential provider an advantage, will not be shared with anyone in a participating CCG who holds a conflict.

## 6 Additional Terms: Participating And Non-Participating CCGs

Agreement in principle to the terms associated with stranded costs was agreed at the East Midlands Congress in May 2015. "**Stranded Costs**" are a reference to the costs to the incumbent providers of delivering their current NHS 111 contracts that would continue beyond the end of that contract to the extent that the CCGs have an obligation or have agreed to fund those costs.

Based on population share, all CCGs, ***whether or not they participate in the collaborative procurement through the Procurement Committee***, agree to provide funding to cover any Stranded Costs arising from existing contracts to the extent that these are to be borne by any of the CCGs rather than the incumbent providers.

Any Stranded Costs which are to be borne by the CCGs will be shared across all CCGs based on population split, irrespective of whether the current provider for the CCG is the chosen provider for the new NHS 111 service. For example, if Care UK submits a bid and is selected as the future provider of 111 services for all of the counties listed in section 2.1 of this paper (above), the Lincolnshire CCGs above in section 2.1 will also contribute to any Stranded Costs arising from DHU no longer holding a 111 contract (to the extent that these costs are to be borne by any of the CCGs).

This is to avoid any suggestion of bias towards incumbent providers on behalf of the participating CCGs.

## **7 Recommendations**

The Governing Body is asked to:

Agree to participate in the collaborative procurement process and enter into arrangements with the other participating CCGs to establish a joint committee to exercise certain commissioning functions relating to the procurement of NHS 111 jointly with the other participating CCGs in accordance with section 14Z3 of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012) and section [6.7.4 Establishment of joint committees for joint commissioning functions] of the CCG's Constitution, (the "**Procurement Committee**").

If the Governing Body agrees to recommendation 1 the Governing Body is also asked to:

- a. confirm its approval for the lead CCG for the NHS 111 contract to enter into negotiations with the incumbent provider to seek to agree an 6 month extension to the current NHS 111 contract;
- b. consider and approve the Terms of Reference at Appendix 1 for the Procurement Committee and agree to participate in the collaborative procurement process by making the appropriate delegation of commissioning functions to the Procurement Committee;
- c. agree the terms of engagement set out in section 5 of this paper;
- d. nominate a representative (an employee or officer) to be a member of the Procurement Committee, nominate a named deputy who can attend in their absence and consider nominating a lay member (none of whom should hold a conflict of interest as defined in the Conflict of Interest Policy); and
- e. consider what arrangements it should put in place to ensure that there is an appropriate mechanism to receive confidential information from the Procurement Committee which ensures that only those individuals in the CCG without a conflict of interest have access to it.

Agree the terms set out in section 6 of this paper irrespective of whether or not the CCG joins the procurement.

**Dawn Smith (Senior Responsible Officer for the 111 procurement)**  
**Chief Officer**  
**Nottingham City Clinical Commissioning Group**  
**June 2015.**

# Provision of NHS 111 Services Commissioned by Derbyshire, Nottinghamshire, Leicestershire and Lincolnshire CCG's

## Terms of Reference: Procurement Committee

### 1. Purpose

- 1.1 The purpose of the Procurement Committee is to oversee, agree, direct and mobilise arrangements for the procurement and implementation of new 111 service arrangements for all Participating CCGs (as listed in Appendix A) **(the "Project")**.
- 1.2 The Procurement Committee is a formal group consisting of nominated representatives from each Participating CCG. Members of the Procurement Committee will have delegated authority to consider, approve, reject, direct and progress work that delivers the Project's intentions. Procurement Committee members will provide overall assurance to the commissioning organisations they represent on the progression of the Project including key stages of the procurement process.
- 1.3 The Project is intended to deliver a successful procurement which ultimately enables recommendations for contract award to be made to the Procurement Committee. The Procurement Committee will then approve and authorise the contract award (subject to the 10 day standstill period).
- 1.4 The Procurement Committee is established in accordance with section 14Z3 of the National Health Service Act 2006 (as amended by the Health and Social Care Act 2012) which allows CCGs to establish joint committees to exercise certain commissioning functions relating to the procurement of NHS 111 services.

### 2. Objectives

- 2.1 The key objectives of the Procurement Committee are to:
  - Provide a managed structure and approach which supports the successful delivery of the Project
  - Identify and enable participation and stakeholder engagement in shaping the development of the specification and related service arrangements
  - Consider and approve the most appropriate means to secure future service arrangements in this area that deliver value for money and meet patients' needs
  - Develop, agree and sign off key documents and specifications that will form the basis of the contract and procurement documentation
  - Represent commissioners in the evaluation of suppliers submissions and make recommendation for contract award to the lead commissioning organisations

### 3. Duties of the Procurement Committee

- 3.1 The Procurement Committee will perform the following functions on behalf of the Participating CCGs:
  - receive, consider, approve or otherwise, minutes, Project documentation and/or proposals, including but not limited to the tender documentation (including the scoring mechanisms) and the draft contract

- ensure all agreed decisions are in line with national policy requirements and development of best practice
- provide assurance of the proposed procurement strategy ensuring consideration of differing or conflicting views before determining the final procurement strategy to be adopted
- direct activity to better inform commissioning decision and the successful delivery of the Project
- Agree the financial envelope for the services and ceiling cost per call price
- Agree appropriate costs for administering the Joint Committee and running the procurement (including legal and commissioning support fees) and oversee invoicing of CCGs based on population share
- Approve and authorise the final outcome of the procurement
- Sponsor the paper that is presented, for information only, to Participating CCGs' governing bodies detailing the progress of the Project including (but not limited to) the outcome of the procurement.

#### **4. Membership**

4.1 Permanent membership of the Procurement Committee will consist of a Commissioner from each of the Participating CCGs. These are the members of the Procurement Committee that will take decisions that concern the delivery and activities of the Project. Voting members must be either an employee or officer of the appointing CCG.

##### **Voting Representatives**

<b>Role</b>	<b>Name &amp; Job Title</b>	<b>Representing</b>
Commissioner	Tba	Nottingham City CCG
Commissioner	Tba	Ashfield & Mansfield CCG
Commissioner	Tba	Newark & Sherwood CCG
Commissioner	Tba	Nottingham North & East CCG
Commissioner	Tba	Nottingham West CCG
Commissioner	Tba	Rushcliffe CCG
Commissioner	Tba	Erewash CCGs
Commissioner	Tba	Hardwick CCG
Commissioner	Tba	North Derbyshire CCG
Commissioner	Tba	Southern Derbyshire CCG
Commissioner	Tba	Lincolnshire East CCG
Commissioner	Tba	Lincolnshire West CCG
Commissioner	Tba	South Lincolnshire CCG
Commissioner	Tba	South West Lincolnshire CCG
Commissioner	Tba	East Leicestershire & Rutland CCG
Commissioner	Tba	West Leicestershire CCG
Commissioner	Tba	Leicester City CCG
Commissioner	Tba	Milton Keynes CCG

## Non-Voting\* Representatives

Role	Name & job title	Representing
Procurement Committee Chair*	Dawn Smith	Project Team - SRO
Project Lead	Stewart Newman	Project Team
Procurement Lead	Emily Armstrong	Arden & GEM Procurement
Lay Representative	Tba	Derbyshire
Lay Representative	Tba	Nottinghamshire
Lay Representative	Tba	Lincolnshire
Lay Representative	Tba	Leicestershire
Lay Representative	Tba	Buckinghamshire

\*The Chair shall have a casting vote in the event of a tie. Please see section 6 for further details.

### 4.2 Arden and GEM CSU

Arden & GEM CSU will attend and provide the following support to the Procurement Committee:

Role	Name	Role
Procurement Lead	Emily Armstrong	Interim Head of Procurement North
Alternate	Doug Hershaw	Interim Associate Director of Procurement

Arden & GEM CSU will facilitate the function of the Procurement Committee offer professional advice and support and implement the agreed decisions within the remit of the Project Initiation Document (PID) that Arden & GEM CSU and Commissioners have agreed to. For the avoidance of doubt the Arden & GEM CSU representatives shall attend Procurement Committee meetings as non-voting members / observers.

### 4.3 Temporary Members

In addition to the above representatives the Procurement Committee may include other temporary non-voting representatives and/or invite observers as deemed necessary. These additional members will act in a supporting capacity as advisors only and will not have any voting rights.

### 4.3 Changes in Representatives

Each Participating CCG is entitled to remove its representative and to appoint a replacement representative by written notice to the Chair at any time. All representatives must be an employee or officer of the appointing CCG.

Voting Representatives are entitled to nominate an Alternate to attend a meeting of the Procurement Committee on their behalf provided that the Alternate is able to perform the roles identified in section 5 and, where possible, that the Chair is notified in writing before the meeting at which an Alternate will attend.

Participating CCGs are also entitled to remove the lay representative for their County and to appoint a replacement representative by written notice to the Chair at any time.

#### 4.4 Conflicts of interest

Voting members, non-voting members, temporary non-voting members and observers shall comply with Nottingham City CCG's Conflict of Interest policy. This includes (but is not limited to) requirements to:

- sign a conflict of interest declaration prior to attending their first meeting; and
- declare any interest arising thereafter prior to or at the start of any meeting of the Procurement Committee.

#### 4.5 Confidentiality

Voting members, non-voting members, temporary members and observers must keep all privileged or sensitive information confidential.

#### 4.6 Changes to Voting Representatives

Voting Representatives may only withdraw from the collaborative re-procurement process after the publication of the Contract Notices in the Official Journal of the European Union in exceptional circumstances. Where such a withdrawal occurs the Participating CCG's membership of the Procurement Committee shall automatically cease as a consequence.

Any disputes as to whether there are exceptional circumstances for a withdrawal will be determined by the relevant NHS England locality director.

Any CCG withdrawing from the collaborative re-procurement process after the publication of the Contract Notices in the Official Journal of the European Union shall be liable for any and all additional costs to the Participating CCGs in relation to the collaborative re-procurement that are accrued as a result of that withdrawal.

If a new CCG wishes to join the collaborative re-procurement process at any time this must be approved by the Procurement Committee.

If a new CCG joins the collaborative re-procurement process they are automatically entitled to appoint a voting representative and these terms of reference will be amended to reflect accordingly.

### 5. Roles of Individuals

5.1 These will be the core role of individuals who are members of the Procurement Committee:

- **Commissioners:** representatives representing the named commissioning organisations. They will receive, consider, review and make decisions on Project activity at each stage. They may contribute to work and Project activity and will lead on certain aspects of work reporting to the Procurement Committee.
- **Chair:** this will be the Senior Responsible Officer from Nottingham City CCG, as the Lead Commissioner. They will maintain oversight of Project delivery and be the Commissioners representative in any direct dealing with Arden & GEM CSU
- **Deputy Chair:** the Procurement Committee will nominate a named Deputy Chair who will act as the Chair in the Chair's absence.

- **Arden & GEM:** personnel from Arden & GEM CSU will support and deliver Project activity. These individuals are identified in 4.2 of this document
- **Stakeholders:** individuals who are invited to be non-voting members or observers of the Procurement Committee will provide professional support and advice and not be party to decision making.
- **Lay representative:** individuals who are lay members of a CCG governing body who are invited to be non-voting members of the Procurement Committee will provide specific experience and expertise

## 6. Quorum & Voting Ratios

- 6.1 The quorum for meetings shall be a minimum of one representative from each County
- 6.2 In the event that a vote is required a resolution will be agreed by a majority of those voting members of the Procurement Committee who are present at the meeting and eligible to vote (i.e. no conflict of interest).
- 6.3 In the event of a tie the Chair be given a casting vote.
- 6.4 Reserved matters
- 6.4.1 The quorum for the meeting where the preferred bidder is approved (or where a decision is made not to appoint a preferred bidder) and any meeting where a material change is proposed shall be as a minimum two Voting Representatives from each County
- 6.4.2 where a vote is required for any of the decisions listed in 6.4.1 above a 75% vote in favour of the outcome will be required.

## 7. Frequency of meetings

- 7.1 The frequency of meetings will be subject to variation reflecting the peaks and troughs of activity; however a minimum of 3 meetings is likely during the procurement process. A full schedule of meetings for agreement will be presented prior to the first meeting and agreed at the first Procurement Committee. Venues will be confirmed to reflect travel for participants.
- 7.2 Urgent meeting of the Procurement Committee if required will be convened by Project\Procurement Lead at the request of the Chair.
- 7.3 Where possible the Procurement Committee will conduct business “virtually” and exploit technology where appropriate. The members of the Procurement Committee may participate in meetings from different locations where they can communicate to the others any information or opinions they have on a particular item of business of the meeting.
- 7.4 A decision of the Procurement Committee may take the form of a resolution in writing or by email, copies of which have been signed by each voting member of the Procurement Committee or to which each voting member has otherwise indicated agreement in writing or by email.

## **8. Conduct of Meetings**

- 8.1 An agenda for each meeting will be circulated with supporting documents or paperwork at least five working days before the meeting, unless the meeting is an urgent meeting and has been called at short notice. Papers tabled at the meeting will only be accepted with the approval of the Chair. Notice of the venue or process for communicating in the event of a virtual meeting will also be circulated.
- 8.2 Minutes, actions, those members present and those in attendance and details of any conflicts of interest declared arising from Procurement Committee meetings will be recorded by Arden & GEM and once approved by the Chair will be circulated to Procurement Committee members within five working days of the meeting.

## **9. Reporting Responsibilities**

- 9.1 The Voting members of the Procurement Committee hold responsibility for reporting on the progress of the Project to their organisations. All such reports will be in an identical format and will be circulated within an agreed consistent timeframe.

## **10. Review of Terms of Reference**

- 10.1 These terms of reference may be amended as agreed by the Procurement Committee at any time (providing it falls within the scope of the delegated functions of the Procurement Committee).

**Date agreed:**

**Date(s) revised:**

## Appendix A – Participating CCGs

The following CCGs are members of the Procurement Committee:

<b>County</b>	<b>CCG</b>	<b>Date admitted as a member</b>
<b>Derbyshire</b>	Erewash CCGs	[July 2015]
	Hardwick CCG	[July 2015]
	North Derbyshire CCG	[July 2015]
	Southern Derbyshire CCG	[July 2015]
<b>Leicestershire</b>	East Leicestershire & Rutland CCG	[July 2015]
	West Leicestershire CCG	[July 2015]
	Leicester City CCG	[July 2015]
<b>Lincolnshire</b>	Lincolnshire East CCG	[July 2015]
	Lincolnshire West CCG	[July 2015]
	South Lincolnshire CCG	[July 2015]
	South West Lincolnshire CCG	[July 2015]
<b>Nottinghamshire</b>	Nottingham City CCG	[July 2015]
	Mansfield & Ashfield CCG	[July 2015]
	Newark & Sherwood CCG	[July 2015]
	Nottingham North & East CCG	[July 2015]
	Nottingham West CCG	
	Rushcliffe CCG	[July 2015]
		[July 2015]